



DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC

Office Of The Assistant Secretary

6 March 2001

MEMORANDUM FOR SEE DISTRIBUTION

FROM: SAF/AQXD  
1060 Air Force Pentagon  
Washington DC 20330-1060

SUBJECT: Air Force Acquisition Workforce Strategic Planning Rapid Improvement Team

You've been identified to participate in a Rapid Improvement Team (RIT) tasked to support critical Air Force acquisition workforce strategic planning efforts. This team will begin the process of establishing a vision for the future Air Force Acquisition Workforce, by defining the role of acquisition functional areas as they relate to the AF mission.

The Air Force is facing critical shortages in its acquisition professional workforce that will only worsen if left unchecked. To focus our corrective measures, it is imperative that we consider the characteristics our future workforce will require to accomplish the acquisition mission in 2008 and beyond. Increased competition for technical talent in a shrinking labor pool, coupled with accelerating changes in warfighter needs, demand we focus our recruitment, retention and training efforts on realistic and accurate future requirements.

Our efforts in the Air Force are part of a broader OSD initiative. The OSD Acquisition 2005 Task Force, chartered to address the retirement-driven talent drain forecast across DoD beginning in 2005, identified the development of Component acquisition workforce strategic plans as its number one initiative. The October 2000 Task Force report, *Shaping the Acquisition Workforce of The Future*, [www.acq.osd.mil/yourfuture](http://www.acq.osd.mil/yourfuture) calls for the Service and Defense Agency communities to integrate their plans and requirements into annual performance plans beginning 1 July 2001.

On 14-15 February 2001 the Services and Defense Agencies participated in a RIT to develop a common future workforce strategic planning approach. We began the development of Air Force planning assumptions at a 20 February meeting in which many of you participated. Subsequently, senior leaders from each acquisition functional area, led by Mrs. Darleen Druyun, Principal Deputy, SAF/AQ, and Dr. Dan Stewart, AFMC/CD, indorsed an initial set of broad assumptions to guide the Air Force team in identifying future acquisition workforce requirements (see the pre-RIT read-aheads referenced below).

The Air Force will take an incremental approach to identify future acquisition workforce requirements. This year, to support budget deadlines for FY03, the AF must respond to the

Office of the Undersecretary of Defense for Acquisition Education, Training, & Career Development by 1 July with a comprehensive list of future personnel requirements defined in terms of six characteristics. Occupation is the fundamental workforce characteristic, and must be linked to Experience (years of service), Grade, Academic Degree, Academic Discipline (where appropriate), and Force Mix (military / civilian / support contractor). By comparing future acquisition workforce needs with current requirements, we'll determine the gap we must fill to prepare for the future acquisition mission.

To continue towards our 1 July suspense we have scheduled a two-day Rapid Improvement Team (RIT) meeting, 8-9 March 2001 at the Change Management Center in the Litton-TASC office complex located in Rosslyn, VA.

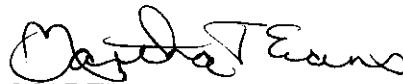
The purpose of the RIT is to bring together representatives from MAJCOMs and the nine acquisition functional areas to establish more detailed guidance to identify future acquisition workforce requirements.

Outcomes of this RIT meeting will include:

- Develop functional-specific future workforce assumptions and a framework to definitize these assumptions via functional manager-led focus groups
- Establish the framework for a concept of operations (CONOPS) for the future Acquisition Workforce
- Develop targets for functions and processes that could be reengineered to help achieve this future workforce

Further details on the workshop will be forthcoming. Pre-RIT read-aheads will be posted soon at your RIT-member location on the DUSD (AR) Commercial Business Environment Change Management Center (CMC) web site, <http://www.acq.osd.mil/ar/cmc/>. You will receive further details on how to access the CMC web site.

Your support in this vital effort is greatly appreciated. My POC for the 8-9 March RIT is Ms. Karen Robinson, SAF/AQXDA, (703) 588-7272 or DSN 425-7272.



MARTHA T. EVANS  
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